FIRST 5 LA
GETTING BETTER DATA REPORTING SYSTEM REQUEST FOR PROPOSAL (RFP)

Los Angeles County Children and Families First – Proposition 10 Commission (aka First 5 LA)

August 23, 2013
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I. TIMELINE FOR SELECTION PROCESS

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<td>RFP Released</td>
<td>August 23, 2013</td>
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<td>Information Session</td>
<td>September 6, 2013</td>
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<td>Final date to submit questions and requests for additional information</td>
<td>September 13, 2013</td>
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All questions and requests for additional information regarding this RFP must be received in writing by First 5 LA via email before 5 p.m. PDT, September 13, 2013. First 5 LA reserves the sole right to determine the timing and content of the responses to all questions and requests for additional information.

Questions can be submitted to:

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Los Angeles, CA 90012  
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1 Note: Dates are subject to change at First 5 LA's sole discretion.
II. BACKGROUND

First 5 LA — “Champions for Our Children”

In 1998, California voters passed Proposition 10, which levied a 50-cent per pack tax on all tobacco products. The resulting tax revenues were earmarked for the creation of a comprehensive system of information and services to advance early childhood development and school readiness within each county in California. In Los Angeles County, the First 5 LA Commission was formed as a public entity to develop and oversee various early childhood initiatives and to manage the funding from Proposition 10. Since 1998, First 5 LA has invested more than $1 billion to support programs, initiatives, research, partnerships, public education and other endeavors in all four of its goal areas:

- Children are born healthy
- Children maintain a healthy weight
- Children are safe from abuse and neglect
- Children are ready for kindergarten

The First 5 LA FY 2009-2015 Strategic Plan

In 2009, First 5 LA’s Board of Commissioners adopted a new strategic plan to guide its investments through June 2015. The plan, *Strengthening Families and Communities in L.A. County*, marked a significant evolution in First 5 LA’s approach to grant making. It was later amended by the Commission to include additional countywide initiatives developed in 2010. In addition to a countywide approach that focuses on policy change, public education, workforce development and other strategies, the strategic plan (as amended) also commits a sizeable portion of funds to improve the well-being of children in specific geographic communities.

The Commission selected 14 *Best Start* communities based on lessons learned from First 5 LA’s first decade and research, which shows the influential role of safe and supportive neighborhoods in a young child’s quality of life.

This combined place-based and countywide approach is intended to concentrate First 5 LA’s limited resources in areas of high need and to support the sustainability of those efforts over time. The strategic plan (as amended) will allow First 5 LA to continue focusing on strengthening families while deepening our commitment to fostering a community’s ability to create and sustain safe and nurturing places for children to grow.
Figure 1: First 5 LA Prioritized Pathway

In the Strategic Plan, the Commission identified a pathway for our investments that leads to our desired outcomes for children, families and communities in our four goal areas.

The Place-Based Approach, Best Start

First 5 LA’s place-based approach focuses on the places where families live — combining strategies to strengthen families with those that build community capacity to create and sustain thriving and healthy environments for all children. The research and promising practices emerging from decades of place-based efforts make a strong case for First 5 LA’s shifting a significant amount of resources to this funding strategy. The place-based approach allows First 5 LA to focus on families most in need, creating a seamless pipeline to effectively serve families along the continuum of a child’s development. This approach also creates unique partnerships with families, community residents and other funders, resulting in a better measure of our impact.

Parents, civic and business leaders, members of the clergy, representatives from community-based organizations and others are working together to develop partnerships within each of the 14 communities. The expectation is that each community partnership will submit proposals to the First 5 LA commissioners for future investments that target community-identified priorities that will help advance Best Start's primary goals that children in each community grow up safe, healthy and ready to learn.

To learn more about Best Start, visit www.beststartla.org.

**Countywide Approach**

The strategic plan (as amended) recognizes the critical role of strong, coordinated and responsive systems in supporting families and improving outcomes for children prenatal through age 5. These systems include the actual structures through which health and human services are provided in L.A. County, as well as less formalized systems. By focusing on countywide systems improvement and change, countywide investments can have an impact beyond the children in the 14 Best Start communities. At the same time, this approach will help improve the sustainability of the place-based approach and outcomes. First 5 LA understands that enduring systems changes are most successful when they are informed by — and grow out of — community-based experience and concrete evidence regarding models that strengthen families and improve outcomes for children, such as those we will be supporting in the Best Start communities.

The countywide approach is a comprehensive effort through a variety of programs, strategies and initiatives. The strategic plan (as amended) incorporates seven specific countywide strategies, including public policy, public education, resource mobilization, workforce development, data systems integration and health access. In addition, First 5 LA is supporting an array of countywide investments in areas such as universal screening and assessment of newborns, early care and education workforce development, nutrition and physical activity programs for families and in child care facilities, and parental support projects. In addition, among other strategies, First 5 LA continues to strive for increased access to health care and insurance for pregnant women, children and their families; provide telephonic or online and printed resource directories for families and support and enhance the impact of our investments with effective, strategic partnerships and leveraging social and financial capital via our newly-developed Community Investments Department.
III. PROJECT OVERVIEW

First 5 LA FY 2010-15 Accountability and Learning Framework

The First 5 LA FY 2009-15 Strategic Plan (as amended) includes an innovative blend of place-based and countywide funding strategies designed to improve outcomes in four goal areas. The Commission’s decision to move to a combined place-based and countywide funding approach is an effort to focus more intentionally on impacting the well-being of families and children by improving the communities in which they live. Thus, our FY 2010-15 Accountability and Learning Framework reflects this emphasis on place-based and countywide evaluations as well as a strengthened emphasis on using results from our evaluations and research projects to learn and improve on an ongoing basis.

The goals of First 5 LA’s Accountability and Learning Framework for the FY 2009-2015 Strategic Plan include the following:

- Gather and disseminate timely information on implementation and outcomes to support and improve our work and the work of our grantees;
- Capture change over time in target communities;
- Help First 5 LA staff learn and improve programs over time; and
- Enable us to tell a comprehensive story of our investments to our stakeholders – most notably First 5 LA Commissioners, our community partners, grantees and other external stakeholders.

To support the Accountability and Learning Framework, First 5 LA is seeking a technology provider to develop a data system that will collect data across all grantees and contractors for performance monitoring and outcomes measurement. The project will be principally managed by First 5 LA’s Information Technology Department (ITD).

Application Definitions:

- **Initiative** - An area of focus intended to resolve a difficulty or improve a situation in a community

- **Program** - A set of outcomes and activity parameters to resolve a difficulty or improve a situation for a particular target population.

- **Project** - A set of activities designed to achieve a program outcome or deliver a product or service with a definite beginning and end.

- **Contract** - A set of commitments constituting an agreement between First 5 LA and one or more BUSINESS-PARTY(s) - An individual, organization or other group with whom First 5 LA has a business relationship.

- **Budget authority** - The amount that is expected to be spent in the upcoming fiscal
year.

*Contract authority* - The additional amount, beyond *Budget authority*, that may be contracted for during the fiscal year.

*Grantees* - The generic term for individuals, organizations and other groups with whom First 5 LA has a business relationship.

**Performance Objective (PRO):** grantees and contractors (collectively referred to as grantees), who have active contract/s with First 5 LA, work with their First 5 LA program officers to establish specific contract objectives made up of *outcomes, outputs, and deliverables* that are tracked quarterly. **PROs are by grantee and by contract and by fiscal year quarter.** Once a contract is signed, PROs for active contracts are locked and must go through the change management process with revisions and approval by First 5 LA Contract Compliance group.

a. **Outcomes** are changes in health/mental health status, developmental status, attitudes, behaviors, knowledge, skills, practices, or policies.

b. **Outputs** are the direct result of activities typically expressed as a number, or scope of services and/or products delivered or produced.

c. **Deliverables** are tangible products submitted in fulfillment of contract requirements.

**Open Period** – A date range selected by the Application Administrator, typically at the end of each quarter, to allow grantees to input data required.
IV. APPLICATION DELIVERABLES

1. The application architecture design must comply with the needs of the organization with regards to accessibility, i.e.; application must be easily accessible from anywhere, at any time, and from any device with internet access. ITD expects to run the application on its on-premise infrastructure.

2. The architecture of the application must be based on user profile and privileges assigned to the user groups by the System Administrator (SA). Please see ‘Group Profiles and Security’ in section ‘Application Specifications and Considerations’ below for more details.

3. All data must be captured in a single instance database, using Microsoft SQL/Server.

4. The system must deliver the following functions:
   4.1. Program Budget Development process.
   4.2. Grantee Data Capture process.
   4.3. System Integration with other applications.
   4.4. Reporting engine that will meet the requirements for customized Commission Reports, Quarterly Report, Mid-year, and Year-end reports, and ad-hoc reporting.

4.1 Program Budget Development Process Overview

Starting in July 2012, First 5 LA grantees were assigned performance Objectives made up of outcomes, outputs and major deliverables to track and report quarterly. To date, this process has involved the First 5 LA Program Officers calling the grantees/contractors to gather quarterly update information. The Program Officer then enters that information into a shared Excel workbook on our First 5 LA server. Starting in July 2013, grantees use a modified Performance Objectives format and will use a new quarterly update form which can be found in Appendix J.

Program Budget Development Process: First 5 LA’s fiscal year starts July 1st and ends on June 30th of the following calendar year. Each year, the organization goes through the process of developing its Operating and Program budget for the following fiscal year. The operating budget is associated with day to day operation of the organization and it is fairly straight forward. The Program budget is associated with the amount of grants the organization plans to spend on various initiatives and programs. The annual grant amount may be between $190M to $250M allocated among 50 or more initiatives. Each initiative is associated with one or more programs; each program may be associated with one or more projects, which may have one or more contracts. The average number of active annual contracts is about 250 or more. Each contract is associated with a grantee or contractor. For the purpose of this document, we will use grantee to mean either a grantee or a contractor.

The Program Budget Development process includes existing active contracts that may be up for renewals, changes to their existing budgets, or changes to the Performance Objectives (PROs) in the next fiscal year. The process also includes new
projects at their early development stages that are expected to be contracted in the new fiscal year. Every department creates its own workbook in Excel with two tabs (see samples in Appendix N, each tab is a separate PDF). One tab is called the budget and the other PRO. Both tabs have initiative, program, project, grantee, and contract in common. The budget tab has two additional columns for budget authority and contract authority. The two amounts may be the same but if they are not, the contract authority typically exceeds the budget authority. The PRO tab has additional columns of fiscal year quarters and, multiple rows for each contract and grantee, for staff to write in the Performance Objective.

During the program budget development process, the Program Officer (PO) collaborates with grantees who have active contracts or awarded contracts (grantee is selected but the contract is not signed officially) to develop the PROs. For projects in the early development stage (no contracts or awarded grantee identified), the Program Officer develops the PROs. The Program Budget module will allow multiple iterations of the program budget development without any change management. First 5 LA staff will be able to run a consolidated budget report (see sample in Appendix N) at any time during the process. For more detail, please refer to First 5 LA’s Enterprise Conceptual Data Model (ECDM) along with data definitions can be found in Appendix L.

4.2 Grantee Data Capture process

In December 2012, First 5 LA piloted the Getting Better Data Project by collecting output data on 179 grantee contracts. First 5 LA developed a User Interface (UI) using IGAM from MicroEdge, Inc. with forms to gather the data needed to fulfill the requested data. Screenshots of the IGAM screens can be found in Appendix M. The data was categorized into 3 areas; many grantees/contractors provided services and activities in more than one area.

- **Direct Services** - Services delivered to an individual or group of children 0-5, their parents, other family members, and/or individual service providers.
- **Organizational Support** - Training and support of grantees and contractors to improve their capacity to participate and deliver services.
- **Systems Change** - Efforts to support improvement in the systems, policies and infrastructure that serve young children and their families.
- **Community Strengthening** – Activities and information aimed at large groups of children, parents, and families for which the exact number and audience type are not known.

*Grantee Data Capture process* enables grantees to input data during “open” period for the services and activities as defined in their contract. The data collected

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3 For the pilot year only the first 3 areas were used. Starting July 2013, community strengthening was added. See Appendix M for the data collection tool guide given to grantees.
by grantees includes Direct Services, Organizational Support, Systems Change, and Community Strengthening.

4.3 **System Integration with other applications**

Applicants are expected to propose a middleware EAI (Enterprise Application Interface) application platform for integration between this application and other First 5 LA legacy systems such as Financial Edge by Blackbaud and GIFTS by MicroEdge. First 5 LA ITD is open to other application integration proposals by the participants. The primary objective is to avoid duplicate data entry if the authoritative source of the data is another application.

4.4 **Reporting engine** that will meet the requirements for customized Commission

- All the data collected will be stored in a single instance of the database for reporting.
- The report engine should support ad hoc reports using selection criteria and have the capability to download data into Microsoft Excel to be used by other tools such as Tableau for analytical and reporting purposes.
- There will be several standard, fully formatted reporting, including quarterly, mid-year, and year-end, and state reports. See Appendix J for the grantee PRO template and Appendix M for the grantee input report tool guide.
- First 5 LA staff must have the functionality to produce the Program Budget report at any time. See Appendix N for a sample of the report/worksheet.
- In addition, a set of predefined reports will be developed, see Appendix K for more details about reporting.

Application Specifications and Considerations

A. **Group Profiles and Security:** The group profile will be divided into the following categories:

- System Administrator (SA) – this will be limited to designated IT team members and have ability to create other groups and members.
- Contract Compliance (CC) – This group is the only group that may change the status of a Performance Objectives to “open” for modifications or “locked” for no changes.
- Application Administrators (AA) – This role allows AA to build the proper relationship between a grantee and contracts assigned to the grantee, associate grantees to a Program Officer (PO), and also have the ability to select the period for grantees to input data for Performance Objectives for each quarter; and Mid-year and Year-end data entry in the second and fourth quarter in addition to quarterly. The AA will also be able to “open” the period of data entry for grantee after it has been closed.
  - First 5 LA’s fiscal year begins July 1st of the calendar year and ends June 30th the following calendar year.
- Grantees – The application is only accessible by this group during the “open” period set by the AA for each quarter. This group will only be able to input data for the contracts assigned to them. The group may update the data as many times as they wish during the “open” period but once they submit the data for an
individual contract, the system will lock that contract and will not allow any changes. This locking of contract will also be true once the “open” period expires.

- Program Officer (PO) – This group will be able to add, change, and delete Performance Objectives (PRO) only during the program budget development process. This group will also have the ability to review quarterly, mid-year, and year-end data submitted by a grantee but not the ability to modify any of the data.

B. Grantee User Interface

- The grantee User Interface (UI) used in the pilot project can be found in Appendix M and may be used as a guideline. However, the requirements of the new application should be consistent with the Enterprise Conceptual Data Model (ECDM) provided by First 5 LA. See Appendix L, for the data model and definitions and Appendix M for a list of data elements.
- The grantee profile will dictate the UI. When a user is logged into the application, UI will present a list of contracts belonging to the user. For each project associated with the grantee, the contract number, project name and input completion status for the project will also be displayed.
- The application should have the ability to capture basic grantee data such as organization type and budget size once and allow the grantee, with multiple projects (contracts), to “copy and paste” common data from one contract to the other to avoid additional data entry.
- The source of grantee and contract data will be First 5 LA’s grant management system, called GIFTS by MicroEdge
- Grantees will be able to upload documents through the UI. Supported document types will be PDFs, Microsoft Word, and Microsoft Excel.
- For each contract, the grantee will select where they provide services from a clickable map. The grantee will have the ability to choose the service planning area and supervisory district.
- The grantee will have the ability to save partial data at any time so he may return to the system to complete the data entry during open period.
- Grantees should have access to their data so they can make edits until they finish inputting data for a project during the “open” period and submit the data to First 5 LA for approval by POs. Once the data are officially submitted, the system will place a “lock” on the contract to prevent any changes.

C. Program Officer User Interface

- Program Officer (PO) UI shall present a list of projects (contracts) the PO is associated with. For each project, the contract number (if an active contract from GIFTS), project name and status of the quarterly, mid-year, and year-end data capture will be displayed. Statuses, as described above are Not-Started, In-Progress, and Submitted.
- The PO shall have the functionality to review and approve the data submitted by the grantee but should not be able to edit the submitted data by the grantee. If the data is not approved, the lock will be removed by the AA and the grantee will be asked to address the issues and re-submit the data.
D. General User Interface

- At Q1, Q2, Q3 and Q4 of the fiscal year, the Performance Objectives and status will be presented to the grantee as a choice for data entry, at Q2 and Q4 only, the mid-year and year-end reporting will also be an option. The grantee shall choose the project and report (Performance Objectives or mid-year/year-end) to begin entering data.
- The data entry screens should have an auto-save feature. Advancing from one page of the data collection UI to another page, the system automatically saves the last page of work.
- The use of dropdown menus and prepopulated input is encouraged.
- Perform data validation on all input where the input data can be validated and checked. (Percentages equal 100, data within range, or checking totals; etc.). A grantee entering invalid data should be presented with a meaningful error message with instructions to fix the issue.
- The UI will have text formatting, copy and paste, and spellcheck capabilities for questions requiring narrative text.
- Each contract in the database shall have a status associated with it. Recommended statuses are:
  - **Not-started** – grantee has not entered any data for the specific contract report.
  - **In-Progress** – grantee has entered and saved some data for the specific contract report.
  - **Submitted** – grantee has completed entering data and submitted it to First 5 LA for a specific contract report.
  - **Approved** – A specific contract report is reviewed and approved by the Program Officer.

E. Audit tracking

After grantee selects to “submit” to First 5 LA, all additional changes to the data will have date/time stamp and user-id to track changes by grantee once the data entry period is “opened”.

Data Systems Environment at First 5 LA

Current systems

First 5 LA has approximately 110 staff members and managers, and oversees a total of between $125-150 million in grants annually. Our current data technology systems include all of the following:

- **Infrastructure**
  - 4 IBM x-series Windows 2003 Servers (file share, tape backup server, Audio Visual.)
• 7 IBM HS21 quad core blades with 8 GB of RAM and mixture of Windows 2003 and 2008 OS
• 2 IBM HS22V, Dual Socket, 6 core per sockets, blade servers with 140 GB of RAM, each with VMware v-sphere 5.1
• 1 IBM System X3650 M4 Dual Socket, 6 core per sockets, 2.5 GHZ, 128 GB of Ram, VMware v-sphere 5.1, 4TB of local storage.
• Fiber Channel SAN storage (IBM DS3400) with 7.5TB capacity and expansion chassis
• Fiber Channel Switch
• 100+ Windows 7 Workstations (primarily laptops with docking)
• Cisco routers, switches and firewall
• Cisco Unity Phone System
• IBM Blade Center with dual 10 GB Ethernet switches and dual Fiber Channel switches.

Applications – All applications run on MS 2008 VMware platform and the database engine is SQL Server 2005 and 2008.
• Financial Edge by Blackbaud.
• GIFTS by MicroEdge.
• Adobe Acrobat Standard and Professional.
• ApplicationXtender (EMC’s Documentum).
• Exchange in the Cloud.
• Tableau Software.
• Erwin from Computer Associates.

Major Projects underway.
• SharePoint implementation and adoption.

First 5 LA’s internal server architecture uses Virtualized Servers. First 5 LA is eligible for Microsoft donations and discounts under Microsoft’s Charity License Program.

First5la.org is a Drupal-based site with a small amount of dynamic content and large structure of subpages (short and wide). All the content and design is completed in-house while some technical aspects are handled by a development firm (Imagistic). It is from this site the grantees enter the mid-year and year-end data as well as the Performance Objectives updates.

V. SCOPE OF WORK/STATEMENT OF WORK – MAJOR ACTIVITIES

First 5 LA is seeking an expert development firm to provide a detailed proposal to address the following objectives of the organization. The proposal must include estimated hours and cost associated with the development cycle: requirements, design, development, testing, implementation, user and administrator training, and application documentation. The applicants must be familiar with reading and understanding of the Enterprise Conceptual Data Model (ECDM), which will be provided by First 5 LA. The proposal should also
describe the application development methodology plan to be used for this project, incorporating the following information:

1. **Requirements** - First 5 LA will provide the ECDM developed in-house that captures the application requirements, including fields, description, tables, and of the relationships between them. The selected applicant will use the ECDM to develop a physical database structure and work with business stakeholders to design the User Interface, reporting requirements, and user security profile.
   - Create a requirements document with use cases and wireframes to show interactions of the grantees and First 5 LA staff.

2. **Design** - a menu driven application that works based on the user profile. Users will only see menu items that are associated with their profile. Create a physical database design (see ECDM) to house data collected from grantees and First 5 LA legacy systems for reporting.
   - A clear narrative must be provided for data integration between the new application and other systems. The integration design should be generic to include future system integration.
   - Create a security design to facilitate security roles and access to specific initiatives, programs and contracts.

3. **Development**
   - Create application modules based on current industry standard software for a web based application.
   - Create scripts to manage the database including scripts for backup and recovery.

4. **Testing** - Create test scripts and test scenarios. Include various test types and phases – unit test, integration/system test and user acceptance test. Include descriptions, and responsibilities of test types. Also, include testing with Tableau as a case for user acceptance testing.

5. **Implementation** - Create an implementation plan. Include pre-go-live, go-live and post-go-live steps/activities schedule with responsibilities, and contingency plans.

6. **Post Implementation Support** - The consultant should provide proposal for post implementation support for 8 weeks after go-live and cost proposal for on-going support and enhancements.

7. **Turnover and Documentation** - A formal turnover of the application from the consultant will include documentation of the application. First 5 LA will be given a copy of all the documentation produced during the engagement. At a minimum include: an overview of the application, architecture diagrams and description, a design guide, a user guide, and a troubleshooting guide with error messages and workarounds. The documentation shall have all the elements for First 5 LA to be self-sufficient.

8. **Training** -- Create training materials using the existing training materials as a guide. These should include screenshot walk-throughs. The contractor will be expected to perform training for First 5 LA user groups and ITD initially, and then transition the training program to First 5 LA ITD staff.

9. **Project Management** - Describe the project management methodology you plan to use for this project. At a minimum, the methodology will include the following:
   - Project management plan
   - Project schedule (MS Project or Excel)
   - Communication plan, status reports and meetings
The selected firm is expected to familiarize themselves with existing work products, such as business process mapping diagrams to eliminate duplicate work, and will become familiar with the current ALTA/GIFTS IGAM application used during the pilot for Getting Better Data; and the Excel spreadsheets used to gather and report data for the Performance Objectives. The specifications/requirements presented in this document are in addition to the current pilot and manual systems.

It is expected that the look-and-feel design will be intuitive and user friendly. First 5 LA staff will act as the “helpdesk” for grantees who input their data.

The selected firm is expected to provide guidance and consulting expertise throughout this project. It is the goal of First 5 LA to be self-sufficient after the implementation of this project, with the proper knowledge transfer to the appropriate staff at both the end user and the administrative level for common tasks.

First 5 LA will provide the contractor with a desk, telephone, internet and access to office equipment when on-site.

VI. ELIGIBILITY

Applicants must have the qualifications, availability, relevant experience, competency and ability to successfully architect, design, construct and implement an enterprise-wide software product within 4 to 6 months after contract execution. Applicants are preferred to have a presence in Los Angeles County.

The Commission reserves, at its sole discretion, the right to continue the contract with the selected contractor and will extend the length of the contract and/or increase the budget to accommodate the completion of this project.

VII. SUMMARY OF DESIRED QUALIFICATIONS

An ideal applicant will have the following qualifications, and will be able to show examples of high quality prior work in these areas:

1. Demonstrated experience in planning phased, enterprise-wide software deployments;
2. Demonstrated experience gathering functional and non-functional requirements from non-technical personnel;
3. Demonstrated experience writing applications specifications with supporting documentation;
4. Expertise in estimating implementation costs and delivering systems within budget;
5. Demonstrated experience automating organizational information flows and business
processes;

6. Demonstrated experience with designing, developing, and implementing services to support data integration and data translation from custom forms and third-party applications into a custom application;

7. Demonstrated experience architecting, designing and deploying a database using a logical data model and SQL Server technology;

8. Experience managing software development projects throughout the Systems Development Life-Cycle (SDLC);

9. Ability to work effectively with individuals and teams with diverse strengths, varying backgrounds and varying levels of technological capacity;

10. Ability to maintain responsibility for all deliverables, related activities and deadlines;

11. Ability to demonstrate financial stability of the applicant depending on the type of service and extent to which a Contractor must have good/healthy cash flow. Financial stability will be reviewed during Level-3, internal evaluation. If such a determination is made, the financial review may be a factor in the selection process, and applicant(s) may be required to submit financial statements or other additional information upon request.

VIII. TERMS OF PROJECT

Available Funding

It is expected that the contractor will submit a project budget using Appendix B, Budget Form and submit a budget narrative that talks to the project specifications as stated in section V. SCOPE OF WORK/STATEMENT OF WORK – MAJOR ACTIVITIES. The total proposed project budget must be appropriate for the work and justified in the budget narrative. The contractor is responsible for supplying desktops or laptops for their staff who will be working at First 5 LA offices.

Contract Period

The Commission expects to enter into a contract with the selected applicant between January-March of 2014.

IX. SELECTION PROCESS AND REVIEW CRITERIA

First 5 LA will award a contract to one applicant with the expertise, demonstrated experience and qualifications outlined in the RFQ. The review process is outlined below. Please note that reviewers at all levels are required to sign Conflict of Interest forms, prior to their review.

Please see Appendix H for a copy of the review tools that will be used to guide evaluation of applicants.
1. **Level 1:** First 5 LA staff will review each application to ensure that basic requirements are met. Basic requirements include: timely receipt of application, formatted as required, and inclusion of all appropriate attachments. Proposals with omissions of any required documentation are subject to disqualification. Some or all of the applicants who have submitted complete and responsive applications may be contacted for more information.

2. **Level 2:** Applications will be reviewed by three (3) external reviewers using the Proposal Review Tool posted with the RFP (Appendix H). Review tools are adhered to by external reviewers to alleviate the potential for bias. External reviewers are required to sign a Conflict of Interest and Confidentiality Statement. It is highly recommended that applicants provide references associated with such projects. First 5 LA must be able to contact the references provided by the applicant. The references may be checked for the top three candidates in Level-3.

3. **Level 3:** The top three applications will be evaluated using the Internal Proposal Review Tool posted with the RFP (Appendix H). The review tools are used by internal reviewers to structure the review process and alleviate the potential for bias. Internal review process may include on site interview with the top three applicants. Interviews are scheduled to be held on the dates shown in Section I (Timeline for Selection Process). These dates are subject to change at First 5 LA’s sole discretion. Interviews will be held either at First 5 LA or via Webinar. Further written materials regarding qualifications may be requested prior to the interview.

The award notification is anticipated to occur November, 2013, with a final signed contract and projected contract start date of January - February, 2014.  

X. **REQUIRED DOCUMENTS**

1. **Proposal Narrative.** Submit a proposal outlining the contractor’s plan to perform the work. The proposal narrative should not exceed twenty (20) pages and should include:

   - Explain how you meet the qualifications outlined in Section V and VI. This section should refer to information provided in the team members’ resume(s)/CV(s), and information about prior contracts that demonstrates some or all of the qualifications described in Section VII. Examples in the form of screenshots or previous projects may be included. Experience with legacy system integration and transformation, data warehouse and creation of user interfaces should be specifically addressed.

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4 While it is First 5 LA’s desire to execute the Contract for a January, 2014 start date, all dates are subject to change at First 5 LA’s sole discretion.
• The contractor’s technical approach to performing the engagement. Applicants are free to provide additional activities and deliverables beyond those included in Section III, IV and V.

• The contractor’s project management approach.

• A staffing plan, identifying the specific individuals being proposed and their respective roles on the team, including brief Résumé(s) or CV(s) outlining all relevant work history, experience, educational attainment, and certifications of proposed team members.

• A Scope of Work and timeline for all activities, including estimated completion dates for deliverables outlined in Section V.

2. References. It is highly desirable that applicants provide as many recent references as they can for similar development implementation projects. Each reference should include name, company, address, phone number, email, length of time known, and value of engagement, technologies used in that engagement, and a short statement about your work for that client. Please select references for projects that reflect how you meet the qualifications described in the Summary of Desired Capabilities and Experience above. First 5 LA may contact the references provided by the applicant during the Level-3 evaluation period.

3. Proposed Budget Please follow the budget format provided in Appendix B along with a Budget Narrative. The budget narrative should include information on how cost containment will be achieved or addressed. The contractor will assume any risk from contract or project delays. The budget should be created based upon the assumptions set forth in this RFP. Costs should be estimated based on the project scope outlined in Section V and can include additional proposed deliverables. The hourly rate for the project team should be based on the level of qualification for each staff and cannot exceed $200 per hour.

Additional required documents:

• **Agency Involvement in Litigation and/or Contract Compliance Difficulties:** Please read the information on the required Agency Involvement in Litigation and/or Contract Compliance Difficulties form (Appendix D) thoroughly and include one (1) original SIGNED with BLUE INK copy by the application deadline. If you checked Yes to any of the questions on this form, please explain whether this will impact the project on this solicitation. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

• **Signature Authorization Form (Appendix F) (1 original SIGNED with BLUE INK):** This form is required in order to verify signature authority to enter into contractual agreement with First 5 LA. If not outlined in the Bylaws, a Board Resolution or Partnership Agreement must be submitted, as applicable, that indicates
signature authority. Applicants must submit one original form signed in blue ink. Omission of the form will constitute an incomplete proposal and may be grounds for disqualification.

- Bylaws (if applicable)
- Articles of Incorporation (if applicable)
- Business License
- List of Board Members (if applicable)
- Business License
- IRS W-9 form
- IRS Account Determination Letter (if applicable)
- Most Current Independent Audited Financial Statements (upon request)
- Application Checklist (Appendix A)

Failure to submit all required attachments and original documents will constitute an incomplete proposal and may be grounds for disqualification. In order to respond to this RFP, please complete and submit your ONLINE application and all required documents below to First 5 LA no later than September 27, 2013, 5 p.m. PDT. Applications received after this deadline will not be considered. It is the responsibility of the applicant to ensure, prior to submission, that their proposal reflects the requirements of this solicitation.

In addition to the electronic documents, applicants must also submit the following original signed documents by the application deadline: First 5 LA’s Signature Authorization Form and Agency Involvement in Litigation and/or Contract Compliance Difficulties Form. Please mail originals to:

Roozbeh Hamouni, Director of Information Technology
First 5 LA
750 N Alameda Street
Los Angeles, CA 90012
Attention: First 5 LA Get Better Data Reporting System
XI. CONTRACTUAL CONSIDERATIONS

Specific contractual considerations, including but not limited to the following, apply to the RFP submission process and project implementation and to any contracts that result from the submission and implementation of the project/proposal. The contractor will need to comply with all of the provisions in the attached sample contract (See Sample Contract).

A. Conflict of Interest

The selected Contractor will be required to comply with the COMMISSION’s Conflict of Interest provisions, as outlined in the contract, and as applicable under California Law. Contractor acknowledges that he/she/it is acting as public official pursuant to the Contract and shall therefore avoid undertaking any activity or accepting any payment, employment or gift from any third party that could create a legal conflict of interest or the appearance of any such conflict. A conflict of interest exists when one has the opportunity to advance or protect one’s own interest or private interest of others, with whom one has a relationship, in a way that is detrimental to the interest, or potentially harmful for the integrity or fundamental mission of the COMMISSION. Contractor shall maintain the confidentiality of any confidential information obtained from the COMMISSION during the Contract and shall not use such information for personal or commercial gain outside the Contract. By agreeing to the Contract and accepting financial compensation for services rendered hereunder, Contractor agrees that he/she/it will not subsequently solicit or accept employment or compensation under any program, grant or service that results from or arises out of the funded project and related initiative(s). During the term of the Contract and for one year thereafter, Contractor will not knowingly solicit or accept employment and/or compensation from any COMMISSION collaborator or Contractor without the prior written consent of the COMMISSION.

B. Compliance

Current/Former grantees and/or Contractors must be in good standing and in compliance with all aspects of their contract with the COMMISSION in order to be eligible to apply for the current Request for Proposal (RFP). The COMMISSION may deem an applicant ineligible if it finds in its reasonable discretion, that applicant has done any of the following, including but not limited to: (1) violated any significant terms or conditions of Grant Agreement/Contract; (2) committed any act or omission which negatively reflects on Applicant’s quality, fitness or capacity to perform services listed in RFP with the COMMISSION or any other public entity, or engaged in a pattern or practice which negatively reflects on the same; (3) committed an act or offense which indicates a lack of business integrity or business dishonesty; or (4) made or submitted a false claim against the COMMISSION or any other public entity.

C. Contract Information

1. The COMMISSION reserves the right to reject all bids and re-advertise for bids. Failure to comply with bid specification shall be grounds for disqualification of bids. Each bidder or proposer shall be required to honor the price and specifications quoted
for a minimum of sixty (60) calendar days following submission of the bid. The COMMISSION also reserves the right to cancel this RFP, at its sole discretion, at any time before execution of a contract. The COMMISSION shall not be liable for any costs incurred in connection with the preparation of any submissions in response to this RFP. Any cover letters, résumés and/or curriculum vita, including attached materials, submitted in response to this RFP shall become property of the COMMISSION and subject to public disclosure.

2. The agency/organization submitting an application agrees that by submitting an application it authorizes the COMMISSION to verify any or all information and/or references given in the application.

3. The COMMISSION reserves the right, after contract award, to amend the resulting contract, scope of work, and any other exhibits as needed throughout the term of the contract to best meet the needs of the COMMISSION.

4. The COMMISSION reserves the right to request additional financial information to verify applicant’s past and current financial status. This information includes, but is not limited to: the most recent independent audit, Cash Flow Statement, Statement of Activities (Income Statement), and Statement of Financial Position (Balance Sheet).

5. Consistent with the intent of Proposition 10: California Children and Families Act of 1998, no monies for this Project may be used to supplant Federal, State, County and/or other monies available to the organization for any purpose. Activities funded under this proposal must be new or enhancements to existing activities.

6. The award of a contract by the COMMISSION to an individual/agency/organization that proposes to use sub-contractors for the performance of work under the contract resulting from this application process shall not be interpreted to limit the COMMISSION’s right to approve subcontractors, assemble teams and/or assign leads. Each applicant will be evaluated independently for added value to the overall team. A copy of executed subcontract(s) related to Program funding must be provided to the COMMISSION.

7. The selected Contractor will be required to sign the contract at least two (2) weeks prior to the intended start date of the contract, as outlined in Terms of Contract/Term of Grant section, to assure the timely completion of the signature process by all parties. If the contract is not signed prior to the intended start date, the commencement of any activities under the Exhibit A – Scope of Work will not begin until the contract execution date (the date all parties have signed the contract) and Contractor will not be eligible to obtain reimbursement for any costs incurred prior to the contract execution date, unless otherwise approved in writing by the COMMISSION. If this Contract is not signed within the thirty-day (30) period from the intended start date, the COMMISSION has the right to withdraw the contract award. The COMMISSION reserves the right to revise the effective date prior to final execution of the contract.

The contractor shall not be authorized to deliver or commence performance of services as described in this RFP until final execution of the contract (contract must be signed by
both parties). Final execution of the contract is contingent on First 5 LA’s Board approval of the negotiated scope of work and budget. Any performance of services commenced prior to obtaining all written approvals by First 5 LA shall be considered voluntary.

8. Unless otherwise submitted during the application process, the selected Contractor will be required to submit the required documentation listed on the Contractor Checklist, which includes, but not limited to, the following documents before the Contract can be fully executed:

- Agency Involvement in Litigation and/or Contract Compliance Difficulties Form
- By-laws (if applicable)
- Articles of Incorporation (if applicable)
- Board of Directors or List of Partners (as applicable)
- Signature Authorization Form
- Annual Independent Audit for prior fiscal year or calendar year (if applicable)
- Appropriate business licenses (for vendors or private organizations)
- IRS Letter of Determination (if applicable)
- Completed IRS Form W-9
- Memorandums of Understanding (for any sub-contractors, collaborators, and/or partners listed under Contracted Services and Evaluation sections of Exhibit B – Budget Forms)
- Certificates of Insurance for all insurance requirements outlined in the contract.

9. Per the COMMISSION’s Policy and Guidelines for Hiring Consultants, the total composite rate, which includes labor and other costs, for a Consultant may not exceed $200 an hour, depending on the type of expertise. A blended rate is allowable. For example, for a contract totaling $150,000, a consultant may bill 50 hours for Consultant A at $300/hour, 500 hours for Consultant B at $200/hour and 350 hours for Consultant C at $100/hour, with a total composite rate of $167.50/hour ($150,000 in billable hours divided by 800 total hours = $167.50/hour).

10. The selected contractor/s will be required to adhere to all contractual obligations as outlined in this document, including the First 5 LA Contract (See Sample Contract). The selected applicant shall be expected to execute the contract without substantive alteration. If applicant cannot accept the terms of the contract without substantive alterations, the applicant should refrain from applying. It is imperative that all applicants review the contract language in detail and fully understand contractual obligations should they be selected.

XII. APPEALS POLICY

First 5 LA reserves the right, without prejudice, to reject any or all submitted applications. An Appeal shall be permitted only on the grounds that the decision violated applicable law, First 5 LA policies and procedures, or the terms of the bid, RFP or RFQ. Appeals challenging First 5 LA’s decision on the merits or qualifications of bidders or proposers or
the scoring of proposals shall not be permitted. An appeal of a First 5 LA decision shall be in writing and filed with the office of the Executive Director or his/her designee within ten (10) business days following the date the notification of decision is made by First 5 LA. For more information, please refer to the Appeals Policy located at http://www.first5la.org/About-Us/Policies.

XIII. APPENDICES

Appendix A: Application Checklist
Appendix B: Budget Form
Appendix C: Reference Form
Appendix D: Agency Involvement in Litigation and/or Contract Difficulties Form
Appendix E: Sample First 5 LA Contract
Appendix F: Signature Authorization Form
Appendix G: W-9
Appendix H: RFP Applicant Proposal Review Tools
   External Review Tool
   Internal Review Tool

Appendix J: Quarterly Update Form

The Quarterly Update Form or Performance Objectives is used by Grantees and Vendors to report progress on their projects. Performance Objectives template.
Appendix K: Reports

Administrative Reports
1. List of projects, contact emails, and Outcome Focus Type exported to excel for mail merges:
   a. Project Title
   b. Contract Number
   c. Contact email address
   d. Contact Name
   e. PO name
   f. Outcome Focus Type - refers to the aggregate for: Direct service, Organizational Support, Systems Change, Community Strengthening. Outcome Focus Type is the term used in the data model.

2. List of report statuses: not started, started, finished/submitted and complete. The report will be used to send reminders to grantees/contractors.
   a. Project Title
   b. Contract number
   c. Contact email address
   d. Contact Name
   e. PO name
   f. Last updated date (saved date or submitted)
   g. Status
   h. Report type – F5LA Contract report or Performance Objectives report.
   i. Sort by Report type and status in report type.
   j. Choose a report by single status or all statuses in the same report.

3. List of contracts that have been edited with what fields were edited and by whom.
   a. For every field changed:
      i. Contract number
      ii. Project Title
      iii. Person ID
      iv. Person name
      v. Edited fieldname.
      vi. Date and time last edited
      vii. Date and time of last submitted
      viii. Date and time last saved
Data Reports

4. Print-outs of each contract’s data in easy-to-read format with full text of questions. This will be the Program Officer’s interface to the data and report.
   a. It should look like the data collection form, the report and input should look similar.
   b. Include attachments in the report.

   a. Ability to download an excel spreadsheet or CSV file.
   b. Ability to print the report from the data base

   a. Ability to download an excel spreadsheet or CSV file.
   b. Download data from the database directly into Tableau with the appropriate table joins set up.

7. Performance Objectives report that shows each contract as a row and there are columns for initiative, program, number of 100%+ completed goals, partially completed goals, not-started goals and total goals. This way, they can be aggregated as need be.
   a. Completed goals – number of goals 100% complete.
   b. Partially completed goals – number of goals less than 100% and more than 0% complete.
   c. Not-started goals – number of goals 0% complete.
   d. Total number of goals.
   e. Report by Quarter and cumulative for the fiscal year.

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<th>Program</th>
<th>Contract</th>
<th>Quarter</th>
<th>Completed goals</th>
<th>Goals in-process</th>
<th>Goals not started</th>
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   a. Initiative title/name and initiative budget.
   b. Programs within the initiative – program title/name.
   c. Grants/contracts associated with the program.
   d. Grantees/contractors' performance objectives.
   e. Quarterly results as reported by the grantee/contractor.

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<th>Initiative Budget</th>
<th>Program Name</th>
<th>Grantee or Contractor</th>
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Appendix L: Data Model

The PDF contains the Conceptual data model used for in developing the data entities. The PDF contains 3 pages for the model; 1) Main (Budget & Reporting), 2) Budget subset and 3) Grantee Reporting.

1. First 5 LA Budget Workplan & Grantee Reporting Data Model - Conceptual Data Model
2. First 5 LA Budget & Grantee Reporting (Main) – Data Definitions.

Appendix M: Data Elements and Data Collection Guides

The following attachments contain the data elements collected from Grantees and Vendors and First 5 LA third party software systems for reporting.

1. First 5 LA Project Grantee Data Collection – Data Elements.
2. First 5 LA Project Budget Workplan – Data Elements.
4. Data Collection Form FY12-13 Year-end for Existing Grantee - Data Collection Guide2 for Existing Grantees.
5. Data Collection IGAM Screens – Screenshots.

Appendix N: Program Budget Data Collection and Report

1. Sample Program Budget Performance Objectives - PRO Worksheet.
2. Sample Input Program Budget Worksheet - Budget Worksheet.